Cook Children's Optimizes Financial Performance Through EHR Conversion

Challenge

After spending years maintaining two legacy electronic health record (EHR) platforms, Cook Children's Health Care System, a 370-bed pediatrics hospital located in Fort Worth, Texas, with $2.1 billion in annual gross revenue, decided to undergo an EHR conversion. One goal of the conversion was to provide a robust set of revenue cycle reporting capabilities, an integrated bill for both hospital and professional services, and enhanced clinical workflows. Cook Children's had not undergone an information technology (IT) conversion of this scale but was aware of the challenges similar organizations had faced during their conversions.

Methodology

Cook Children's selected Epic Systems Resolute Revenue Cycle as part of its integrated EHR conversion, and partnered with Guidehouse to support the success of the implementation. Through the partnership, the organizations developed a solution that included financial risk mitigation services both pre- and post-system go-live. Pre-live services encompassed IT advisory, training, and operational change management support required to leverage the new technology platform. Post-live support focused on stabilizing revenue to historical baseline or better levels and submitting error-free claims to payers.

Given the trusted partnership, Cook Children's challenged Guidehouse to help the organization:

- Capture 100% of gross revenue (volume-adjusted) compared to baseline within 30 days.
- Reduce non-billed accounts receivable (A/R) volumes to Epic top quartile benchmarks within 60 days.

> " Achieving top quartile candidate for bill performance can be a challenge for any hospital or health system. Realizing this goal is a testament to our ability to break down silos in collaboration with Guidehouse.
>
> *- Darrin Everitt, Revenue Cycle Director, Cook Children's Health Care System*

- Ensure at least 95% of claims successfully transmitted through the external scrubber daily.
- Provide interim management services to fill short-term gaps in the organizational structure.

The IT management services focused on charge and claims testing so that service line and operations leaders were confident the organization charged for all procedures, services, and equipment.

Guidehouse consultants defined appropriate claims-testing strategies, which increased the organization's confidence in the system design and build. End users were also trained on how to optimize charging and non-billed receivables, with four crossdepartmental committees created to provide customized training on reporting and opportunity identification sufficient time to stabilize new processes and functions prior to the Epic go-live. It also allowed Cook Children's to prioritize low-risk, high-value practices for centralization, in addition to a successful "proof of concept" approach that could tout the better PBO results as a selling point to remaining practices.

![Guidehouse logo] Guidehouse
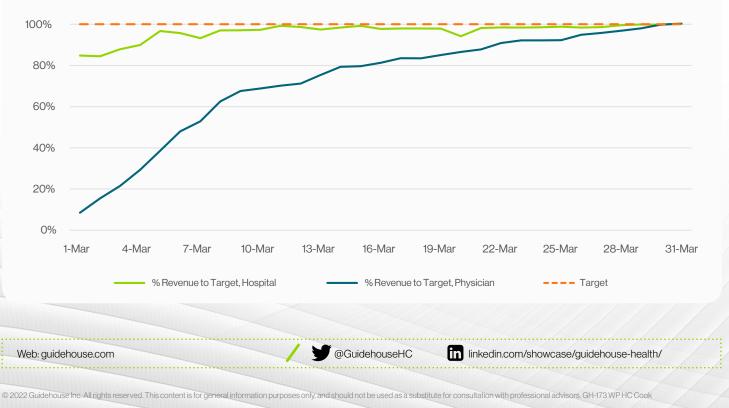**Outwit** *Complexity*

Solution

Guidehouse's post-live solution focused on accelerating financial performance by meeting targets that Cook Children's and Guidehouse agreed upon at the beginning of the engagement.

Daily meetings were held with key stakeholders to prioritize opportunities for additional revenue capture and accelerated claims submission.

Impact

Through data transparency, Epic expertise, and an objective perspective, Cook Children's and Guidehouse achieved the following performance targets:

- Gross Revenue Capture
  - > 100% of hospital billing (HB) revenue vs. baseline within 30 days of Epic go-live
  - >100% of physician billing (PB) revenue vs. baseline within 30 days of Epic go-live
- Unbilled A/R Throughput
  - Reached 4.9 AR days in HB accounts in candidate for bill within 60 days of Epic go-live
  - Maintained <2 A/R days in PB accounts in claim edit work queues within 60 days of Epic go-live
- Claims Acceptance
  - Achieved daily target of 95% HB claims accepted via scrubber within 60 days of Epic go-live
  - Achieved daily target of 95% PB claims accepted via scrubber within 60 days of Epic go-live

Gross Revenue Capture, Post Go-Live

Legend: —— % Revenue to Target, Hospital   —— % Revenue to Target, Physician   ----- Target